maybe one "Mac II class" machine "for quite a while." Once you get Macintosh in, you'll have plenty of other people who will lobby for you.

5. Inspire, don't compete with MIS. This is probably the most difficult recommendation—I never said it would be easy. You aren't going to win a frontal assault on MIS. Instead inspire MIS with Macintosh's strengths. Show MIS how Macintoshes can make them into heroes. Be brave—and bite your tongue.

6. Let a thousand flowers bloom. Foster the use of Macintosh for any purpose. Don't dictate how people should use their Macintosh. You never know: they may come up with ways even you didn't think of. All that counts is that you get the Macintoshes in.

7. Localize your efforts. Macintosh is a personal computer. Don't position Macintosh as the harbinger of a "corporate computing plan." Answer this question for every Jane and Joe Doe in your company: "How will Macintosh help me in my daily work?" If you think local, pretty soon Macintosh will be global.

8. Beat your chest. As you achieve success, ensure that other parts of the organization hear about it. Don't do this in a braggadocio, bridge-burning way. Instead, position your success as a gain for the entire organization. Each victory, in turn, will get easier.

9. Remember your installed base. Suppose you achieve success and even management and MIS are using Macintoshes. This is not the time to forget the Macintosh pioneers who got you where you are. Take care of them: give them free software, swap out their slow hard disks, and give them more RAM.

10. Say it's a PC running Windows. If all else fails, tell management that the Apple-IBM alliance means that the purchase order is really for PCs running Windows. By the time they catch on (or up to you), it will be too late. Remember: ask forgiveness, not permission. It's the Macintosh way...

© Guy Kawasaki, 1991

FEATURES

Corporate Librarians and Electronic Publishing

Brewster Kahle

Trying to predict what will happen to different professions as a major technology shift occurs can help us prepare and profit from such a change. I hope that this article will stir debate so that we can figure out what will happen to corporate librarians and other professions. I do not know what will happen to public libraries, but corporate libraries, it seems to me will become more important parts of the running of a company as it becomes easier to find and leverage external and internal information. The effect will be to draw on different skills that will threaten many current librarians.

Corporate librarians today, in most cases, perform searches on specific subjects for executives and prepare mini-reports usually made up of lists of possibly relevant articles. Further, they do some current awareness projects (Selective Dissemination of Information), and corporate archiving. In an informal poll of a few librarians, a custom search costs about $100 even though the subject matter might just be a background search on a company or a person. The major tool of the librarian for this are the online services. "Current awareness" projects are sometimes

***Brewster Kahle**, of Thinking Machines, has been working with Apple and other companies to make a wide area information servers system called WAIS. He is leading the project that uses Connection Machine systems to answer questions based on gigabyte databases. He can be reached at Thinking Machines Corporation, 1010 El Camino Real, Menlo Park, CA 94025. 415/329-9300 x228 or via the Internet at brewster@Think.COM.*

Digitized by the Internet Archive
in 2026 with funding from
Brewster Kahle

https://archive.org/details/corporatelibrari00unse_0

circulating copies of tables of contents of journals, or collecting profiles of interests for periodic online searching. In my limited experience, however, the most common form of current awareness program is handled by the librarian knowing the patron and remembering their interests as they go about their daily business and routing appropriate information their way. All in all, the corporate librarian serves a valuable but expensive function to a minority of the corporate population.

What types of technologies are likely to develop that effect the corporate librarian's life? End-user searching will put the power of remote databases in the hands of corporate executives, and internal databases will hold more information that is important to the running of businesses. The search technology must become "executive-friendly", and it must be easy to access the databases; both of which are happening. DowQuest, the first commercial end-user searching tool, still required obscure modems, and primitive character-display commands to use them which by-in-large only professional searchers could bear. We found in the WAIS (Wide Area Information Servers) program with Peat Marwick, that if you made the same search technology easily available in a comfortable environment, they loved it (but in fairness, when they learned of the value of DowQuest they were often willing to use the current interfaces). The wide area networks are being installed in fits and starts in this country, but the future of ubiquitous access is certain -- just a matter of time. Using internal databases (archives of word processor files, memos etc) in corporations can also change the way decisions are made. By observation, most executives make many smaller decisions based on who they know or other "intuition" rather than studies or research. Giving tools to easily make those investigations to the executive might bring about more sanity checks based on other's experience before action is taken. Folding previous corporate experience into more decisions is a form of learning at the corporate level. These technologies seem likely in the coming years, but how do they change the role of the corporate librarian?

Since much of the mechanical searching function of librarians will be done by the end-users, many librarians feel threatened, I would say unnecessarily, since their tasks will be promoted to a level more important. Mike Lesk, I think, told me an analogy: "Accountants used to be people that could add well, until the computer -- now they run our companies since they have command of their data." Corporate librarians are stuck doing the addition of information access, soon they can start to be a major force in how this information is selected and used in an organization with the coming of end-user searching. Therefore the librarian will be teacher, consultant, and guide rather than mechanic, farmer, and fireman.

Clearly, some librarians will not make the transition, and the transition will take a generation to complete, but if these technologies do take root in our corporations, there will be an opportunity for corporate librarians to become more able to serve the company. The prospect is exciting since our companies seem to make many decisions based on hunches that should have been checked out beforehand. Soon we will be able to blame the Chief Information Officer for such mistakes.

This article first appeared on the Internet -- wais-discussion@think.com.